

## **APPENDICES**

**APPENDIX A**  
**Study 1 Interview Protocol**

Background

1. Can you tell me about your professional background?
2. Why did you decide to become an entrepreneur?
3. Can you tell me a little bit about your company and what you do?
4. When did you start this company? Can you tell me the story of how it came to be?
5. Who else is or has been involved in this company? How do you know them?
6. How will you know if you are successful? Can you elaborate?

Key Milestones

7. What were some of your key milestones - points of successes, or “high moments”? key setbacks, challenges or “low moments”?

Coordination

8. Can you describe how you communicate and interact with other people in your company?
9. How do you make sure that your efforts are aligned toward your goals?
10. Can you tell me about a time when the team was cooperating really well (Perhaps a day recently when everything was clicking as it should be)?
11. Can you tell me about a time when the team was not functioning well (Perhaps a recent “bad day”)? What did you do?
12. What practices help you work well together?
13. What practices did you adopt but decide to abandon because they did not help you work well together?

Relationships

14. How are you and the other people in the company alike and how are you different? (How is this helpful or not? Do you complement each other in any way?)
15. Can you tell me a story of a time when one of the other people helped you work better, helped you move forward in your work? How did it help?

16. Can you tell me a story of a time when one of the other people made it difficult for you to do your work (or held back your work)?
17. Can you give some examples of the kinds of things you do to help them work better and bring out their abilities?
18. What would you wish them to do more for you?
19. What would you wish them to do less for you?
20. Can you tell me a story of a time when something about the relationships between you helped move the business forward? A time when it set it back?

#### Learning

21. What lessons did you apply here from your work relationships in the past?
22. What are the main lessons learned so far about starting a company together with other people?
23. What advice would you give to someone who was starting out wanting to start a new company with other people?

#### Identity (if not covered by questions on key events)

24. How would you describe your overall mission?
25. If you would describe the values that people share in this organization, what would they be?

#### Satisfaction and Success

26. From 1 to 5, with 5 being very high, 3 being neutral, and 1 being very low, how would you rate your own satisfaction with this company? With your co-workers? Why? How does this compare with previous experiences?
27. From 1 to 5, with 5 being very high, 3 being neutral, and 1 being very low, how would you rate your success so far? Why?

#### Concluding Questions

28. Are there any other questions that I left out that may help me understand your experience working in a startup?
29. Can you identify or introduce us to other entrepreneurs or important contacts you may know that you believe can enrich our research?

#### Demographics

30. (a) Age, (b) Education level (degrees and in what), (c) Past entrepreneurial experience, (d) Past work experience, (e) married, (f) kids (ages)

**APPENDIX B**  
**Study 1 Case Stories of Startups**

Case #1 Software (S1 and S5, entire founding team)

Software firm started 5 months before the interviews by recent brothers-in-law (S5 is married to S1's sister). Both are Israeli. One founder – S1, with a PhD in computer science – already has a successful company and was looking to expand his operations. The other founder – S5 – had finished his MS in electrical engineering and was having problems finding a job in the area, where he wanted to stay because of his wife's work. The two would always talk about S1's ideas at family gatherings, and at one point S5 approached S1 with the idea to start a new company to commercialize one of S1's ideas that S5 believed had promised. They agreed to the following arrangement: S1 provides the funding and S5 does all of the work, and they would try it for a year. At the point of the first interviews, they had made substantial progress on product development (though the product was not finished) and were looking for a strategic partner to help them introduce the product to the market. At the six-month follow-up the product development was still not finished, but they were negotiating their first sale. Eleven months later, S5 had left the company and the company continued without him. Although he did not specify his reasons for leaving, he said that the reasons had to do with his personal relationship with S1 and lack of agreement on important issues, not because the business was going badly. Based on the first interview it appeared that they don't really know each other well and don't have good communication patterns set up.

Case #2 Tourism software (S2, S8, S9, entire founding team)

This firm was started 12 months before the interviews by three former coworkers. The three of them worked together for 5-6 years at a startup that was eventually sold to a big company. They decided that they wanted to work together again and wanted to start a new organization and build it with their values. All three are devout Christians and spoke at length about shared values. They also cared a lot for each other. They didn't have a particular idea in mind and so they spent a few months before founding the company brainstorming and exploring different options until they settled on a software product for the tourism industry. S2 is responsible for product development – he's the youngest and his financial resources are more constrained than the other two. S8 is the CEO and his main role has been raising money, which he did. He raised \$420,000 from his family and friends. S9 is the CFO and has been in charge also of the legal aspects. Based on a market survey, they received encouraging feedback about their product. However, the company they partnered with to develop the platform for their product was not delivering and they were beginning to run out of time – they had been without salary more than a year and S2 could not go without any longer. S8, on the other hand, was reluctant to spend the money he had raised on salaries until he knew for a fact that this partner company was going to deliver and that the product was going to happen. By the 10-month follow-up, the startup had dissolved. The partnering company had failed to deliver. By the time this fact became apparent, it was too late to develop the product on their own. They did not have sufficient resources.

Case #3 Medical software (S3, S6, S14, entire founding team)

This firm had three members who were bringing to market an innovation from the university in medical software. The company was started 9 months before the first interviews. S2 is the CEO. Although he has extensive business experience and intrapreneurship experience, this is his first startup. S6 is an engineer and his role was to develop the software. S14 has extensive business and entrepreneurial experience. S3 and S6 had known each other and worked together for 7 years, and S3 and S14 were friends from before. They raised a first round of funding, but the software development was going slower than expected. S3 was relatively hands off with S6 and at the time of the first interview was not aware of how frustrated S6 was with the demand to finish the product in 6 months. He assumed S6 understood the urgency and would take care of it and prided himself on not being too pushy. Around the time of the first round of interviews, S3 and S6 clashed over S3's desire to bring the product to market quickly and S6's demands for more time and resources, and as a result S6 left the venture. The venture continued successfully without him.

#### Case #4 Fuel injection technology (S4)

S4 plays a consulting role in this partnership in the expectation that once they raise money he will join as CEO and receive equity. His partner is the inventor. S4 sees himself as a mentor and does not respect his partner's business skills, though he does believe the invention has potential. Most of their efforts are spent raising money and looking for partnerships. At the time of the final follow-up, the company had raised \$1.4 million, but following a series of conflicts, the inventor decided that he did not want S4 to join and the partnership broke apart.

#### Case #5 Custom apparel (S7)

S7 founded this company and has four partners that he has brought on. It started as a business plan he developed in business school and it won several business plan competitions. The idea was an extension of a previous startup he had founded but sold at the idea stage. S7 hired his partners based on an impersonal search. One of his partners has a strong personality and they experienced conflict from the start. By the second follow-up interview S7 had asked this partner to leave. S7 did not appear to see the other team members as equals but more as employees, though they all own equity. They appeared to have more systems and authority structures in place than many of the other companies in the sample.

#### Case #6 Consulting services (S10, S14, entire founding team)

This firm was a transformation of an existing single-person consulting service provided by S14 into a partnership-based consulting services firm aimed at a different market than the original. The new partner S10 was brought on about 6 months before the interview. Both partners were experienced and successful entrepreneurs. They had a casual social relationship prior to partnering up for the venture. Although they had initially discussed their goals for the venture, during the time of the study they apparently did not touch base enough about where they are headed. By the first follow-up interview, S14 had asked S10 to leave because he felt that their goals for the venture (and for their careers) diverged and the partnership was no longer workable.

### Case #7 Biotechnology research tool (S11)

This is a team of two well-known university professors who had come up with an innovation and brought in the third partner S11 to help them commercialize it. They spent about two years in discussions before forming the company about a year before the first interview. There was some tension around the fact that S11 was an MBA student and the other founders were professors (though S11 was an experienced entrepreneurs and they were the same age). Also there was a cultural difference with him representing a business point of view and them being scientists. Trust has been difficult to establish. Also, both professors kept their full-time jobs whereas S11 was working on the startup full-time, so there was a difference in their level of commitment, risk, and urgency to make it work. At the 8-month follow-up, they had raised money and grown. However, they were still experiencing tension around differing levels of commitment. S11 did not respond to my email about a second follow-up interview. Based on the company's website, it appeared that they raised \$3.5M in VC funding and that S11 is no longer with the company.

### Case #8 information integration for automotive industry (S12)

This company was started about two years before the first interview by five former employees of a major technology services company. They knew each other from before, knew the industry, and knew the clients. One of the five members was a friend of the CEO, who had brought him in even though he was not initially involved in developing the innovation. S12 had difficulty getting along with this member and did not feel that his performance and effort paralleled that of the others. At the time of the first interview, the



company was in the process of being sold. Some team members wanted to stay with the company, but they could not work out the sale in this way and the team broke up.

#### Case #9 Image processing application (S13)

This is a company that has been developing an image processing application. At the time of the first interview, the company had been around for five years, though everyone except one team member has been working on it part-time and for equity rather than pay. There were six team members who all owned an equity stake, though the original two founders (the CEO and CTO) appeared to have more authority than the others. The only full-time team-member (the CTO) was paid by a grant. S13 had started working there by doing a project as an MBA student and was asked to join. He works there in the evenings and has a day job. S13 had been part of the startup for three years at the time of the first interview. By the first follow-up interview eight months later, the company had raised about \$1M in angel and family money, which enabled them to hire S13 and a few others full time for pay. By the time of the second follow-up interview, they had received almost \$3M in more funding and had secured their first customer. S13 felt that growth and success had resulted in him getting pushed out of the decision-making process and he felt less ownership than he did initially.

#### Case #10 Internet platform (S15)

This is a company founded two years before the first interview by a famous scientist, previously at a high-profile successful startup. It received venture capital funding within a few months, in large part because of the fame of this founder. The company was

working on a significant innovation in how users can experience the internet. The company has four founders, three of whom had known each other for seven years. S15 got to know them because he was working for the VC that funded them and he joined as the fourth founder a few months after the financing. The team included experienced entrepreneurs who spent a lot of time building a culture of fun, innovation, and communication. Yet the reality was that the team did not communicate well and avoided conflict. At the 7-month follow up I learned that the CEO (the famous scientist) had surprisingly left the company to pursue an attractive opportunity elsewhere. The other founders were completely surprised. S15 became president of the company in his place. S15 was very optimistic and excited about the opportunity to lead the company. He reported good relations with the other two co-founders. Eight months later, however, the company had dissolved. All of the financial backers were reluctant to invest after the famous scientist left. Interestingly, the three remaining partners are trying to buy the assets of the company from the bank so that they can create a new company to develop the innovation. That is, the startup dissolved, but the team remained intact.

#### Case #11 Technology for entertainment (S16)

This company started when S16 came up with an innovation and searched through Craig's List for a CTO to help him develop it. A potential customer was brought on as a third partner. They had some initial funding but were aggressively looking for more. Communication was informal and not always easy. S16 described the startup experience in relatively negative terms, emphasizing the importance of persistence. By the 7-month follow-up, they had raised \$400K in angel funding and were in the process of talking to

venture capital. They were also securing customers and launching products. Nine months later, the CTO was asked to leave. The other two partners felt he did not have the right attitude and behavior and asked him to leave.

Case #12 Photography software (S17, S26 entire founding team)

This company was founded by an S17, an experienced entrepreneur who had an idea for an innovation. He called up a friend and former co-worker (S26) whose skills he trusted and who was in between jobs and asked him to join. They founded the company 3.5 years before the first interview. At the time of the first interview, S26 had a full-time job at a big company. He phased out of active involvement with the startup because of financial security reasons. The startup was self-funded and still not breaking even. The relationship seemed very amicable. At the seven-month follow up, the company was being run pretty much exclusively by S17 and was accumulating customers.

Case #13 Real estate software (S18)

This is a company founded two years before the first interview by four guys, though initiated by one of them. Two of them had worked together before, the other two were found through a search. There are some strong personalities on the team, previous entrepreneurs who were used to being sole decision makers. Their interaction appeared to be conflict-ridden. They did not appear to have systems in place. By the seven-month follow-up, one of the team members was asked to leave because he was difficult to work with. Nine months later, the company was still struggling. The remaining co-founders were still experiencing communication problems.

#### Case #14 Software for mobile phones (S19)

This startup was founded five months before the first interview by S19, a successful serial entrepreneur and immediately received VC funding. His first co-founder was someone he had worked together with before and knew well. They found the third and fourth co-founders through their broad network and word-of-mouth. There was a lot of energy and enthusiasm about the company's potential. By the sixteen-month follow-up, the company had expanded operations, hired extensively, and received another \$5M in venture capital funding.

#### Case #15 Web services (S20, S21 entire founding team)

This is an organization composed of two guys who partnered up and joined their two existing independent consulting practices, thereby pooling resources in order to handle bigger clients, work less hours, and otherwise expand. So in some ways there was more already in place than some of the other companies, though they did begin new kinds of work that they had not done before on their own. They formed the company 3 years before the first interview. They had met through their participation in various organizations promoting social justice and environmental protection, so they knew they shared certain core values. There have been milestones since then, like S21 going full time on it about 1 year ago (before that he was still doing some independent consulting to supplement income), and also hiring another person in the past year. They spent the first 6 months of their company's life instituting various systems that help them work together and coordinate despite the fact that they are not co-located and only meet in person once

a month (and have a phone meeting every other week). In fact, at the end of my interview with S20, he gave me something to give to S21, who was coming five minutes later. I was surprised that he didn't wait to greet him in person.

#### Case #16 Digital music software (S22)

S22 was in-between jobs and was looking to start a company, though he didn't have a particular innovation in mind. A friend told him of another guy who was looking to start a company and had complementary skills (S22 has business experience, his partner has a technical background). They met at a coffee shop and hit it off and decided to start working on an innovation that the technical guy had been working on for a while. S22 was mostly interested in the process of starting a new organization, whereas his partner was interested in the product, so they complemented each other in this way. They had officially incorporated a week before the first interview and were at the point of securing initial funding. They had done a few months of initial talks about how to form the company, divide up the equity and divide up the labor. They seem to share goals for the venture (such as working for the fun of the process rather than to maximize monetary gain). By the time of the 8-month follow-up, they had raised seed funding and had moved into an office together. They had also launched their product. It had been a year since they met and they were getting along well. Eight months later, things had not changed as much as S22 would have liked, mostly because the product had changed direction. They had grown some and raised some more money.

#### Case #17 Innovation support (S23)

This company was started by S23 and a friend and former co-worker who he had known for 10 years. Both are from Germany. S23 lives and works in Silicon Valley, whereas his partner lives and works isolated in the Alps. S23 has a business background, whereas his partner is technical. The innovation was the partner's idea. The company was launched with funding from prize money from business plan competitions. The partner had started working on the innovation about 6 years before. About two years before they started talking about founding the company together and they finally did it 15 months before the first interview. At the time of the first interview they already had customers and revenues. Although they lived on different continents, they appeared to work well together and were in constant communication. They had a clearly spelled out strategy that they frequently revisited in the process of decision making. They were clear about their goals and respected each other's goals. They seemed close. S23 did not respond about follow-up interviews, but a recent visit to their website suggests the team is intact and the company is doing well.

#### Case #18 Geology application (S24)

S24 is a scientist with a prestigious post-doc who has worked in a few startups but identifies himself as a scientist rather than an entrepreneur. This company was formed about 6 years before the initial interview by a former university colleague with three other co-founders. Yet the company started operating in earnest two years before the initial interview. At that time, S24 was brought in to help the original founder, as the other three co-founders were not actively involved. S24 felt that he had not been given fair equity that reflects his contribution and is bitter about this, though reluctant to discuss

it with the partners, who also avoid the topic. S24 and the other active founder have known each other for 15 years, having worked together at a former startup. They were also personal friends. For the first two years, S24 and the other active partner did not take a salary. Recently they had received a grant that enabled them to get paid. Although they appeared to be rigorous on the scientific front, they were not clear on the company's strategy or how they were going to commercialize. There did not appear to be leadership on this front and they were searching for a CEO to handle this. Their prior experience working together made working in the lab relatively easy. However because of the bitterness around equity, S24 almost left the company. He was also wary of selling the company until the equity issue was resolved, which created an odd conflict of interests. At the time of the two follow-up interviews, the company was progressing but the equity issue had still not been resolved.

#### Case #19 Internet-based software (S25)

S25 is a former physician who had been involved in a previous successful startup. He was introduced to a team of four undergraduate students by an attorney he knew. One of the students had come up with a new technology and used family funding for initial development with the help of 3 other students. S25 spent 3 months doing due diligence on the company and the innovation and decided to join full time as co-founder and CEO. He was very excited about the idea and the team. They had incorporated two weeks before the initial interview. They were in the process of raising more money. There was a lot of mutual respect between the team members. Not a lot of ongoing communication. The fact that the other team members are students makes communication difficult. I could

not get a hold of S25 for the follow-up interview, probably because I did not have his updated email. A recent visit to the website suggests, however, that the team was intact and the company had received VC funding and was doing well.

Case #20 Online Wine Application (S27)

This company was started by S27 one year before the first interview, though she had been working on it for a year before that. She developed an innovation in the wine space. She met her first partner through a mutual friend at a wine event, stayed in touch, and eventually became partners. Had an initial partner who didn't work out – different goal/values. Her second partner is the husband of a college friend that she happened to run into. S27 has a strong personality and is a strong leader. She had been burned by a couple of instances of doing business with close friends and this time kept the relationships professional. There appeared to be a trusting and open atmosphere on the team. S27 expressed lots of energy about the team and the company. Although she did not get back to me about a follow-up interview, a recent check of the company's website suggests that the company is active and the team is intact.



**APPENDIX C**  
**Study 2 Survey Instrument**

**Part 1: Please answer the following questions with respect to your startup generally.**

1. Industry of the Startup (check all that apply):

- |  |  |
|--|--|
| <input type="checkbox"/> Communications    | <input type="checkbox"/> Semiconductor/Electronics   |
| <input type="checkbox"/> Computer Hardware | <input type="checkbox"/> Biotechnology               |
| <input type="checkbox"/> Computer Software | <input type="checkbox"/> Medical/Health              |
| <input type="checkbox"/> Computer Other    | <input type="checkbox"/> Other, Please Specify _____ |
| <input type="checkbox"/> Internet Specific |  |

2. Date of incorporation of startup \_\_\_\_\_

3. Please indicate how many, if any, rounds of each kind of funding your startup has received:

\_\_\_\_\_ Venture Capital \_\_\_\_\_ Angel \_\_\_\_\_ Corporate investment \_\_\_\_\_ Bank loan \_\_\_\_\_  
Friends/family not included in the previous categories Self-funding \_\_\_\_\_ Other, please specify \_\_\_\_\_

**3.1. If you indicated any of the above**, please answer the following question:

Did your funding come with milestones, terms, or conditions? \_\_\_\_\_ yes \_\_\_\_\_ no

**3.2. If yes**, to what extent are you meeting the milestones, terms, or conditions specified in the funding?

1	2	3	4	5	6	7
To a very low extent			To a moderate extent			To a very high extent

4. Number of members in the executive management team (individuals who both own an equity stake in the startup and are actively involved in its strategic management): \_\_\_\_\_

5. Number of employees who are not members of the executive management team: \_\_\_\_\_

**Please use the following scale when making your responses below:**

1	2	3	4	5	6	7
Does Not Describe it at All	Describes it to a Very Limited Extent	Describes it to a Limited Extent	Describes it to a Moderate Extent	Describes it to a Considerable Extent	Describes it to a Great Extent	Describes it to a Very Great Extent

**6. Please indicate to what extent the following statements are descriptive of your startup's industry or environment:**

- |   |   |   |   |   |   |   |   |
|---|---|---|---|---|---|---|---|
| 1. Very dynamic, changing rapidly in technical, economic, or cultural dimensions.             | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 2. Very risky, one false step can mean our undoing.   | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 3. Very rapidly expanding through the expansion of old markets and the emergence of new ones. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 4. Very stressful, exacting, hostile, hard to keep afloat.                                    | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 5. Information can be interpreted in several ways and can lead to                             | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

- different but acceptable solutions.
- |   |   |   |   |   |   |   |   |
|---|---|---|---|---|---|---|---|
| 6. Information used in making decisions means different things to different people. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 7. There is more than one satisfactory solution for the problems we face.           | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

**7. Please indicate to what extent the following statements are descriptive of your product or service:**

- |   |   |   |   |   |   |   |   |
|---|---|---|---|---|---|---|---|
| 1. Our product/service is a major improvement over the previous technology. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 2. Our product/service is a breakthrough innovation.                        | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 3. Our product/service is difficult to replace using older technology.      | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 4. Our product/service represents a major technological advance.            | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

**8. Which of the following description most closely matches your startup (please check one):**

\_\_\_\_\_ *Stage 1:* Within this company, the primary focus of our activities is on product development and design, securing adequate financial resources and developing a market. Most of our employees have technical tasks but could be considered more as generalists than specialists as we all perform multiple tasks. We more closely resemble a task group than an organization. Formality and procedures are almost non-existent at this firm, and the founders are central to all functions and communications.

\_\_\_\_\_ *Stage 2:* The company has a product that performs well and meets a need in the marketplace. We have the capability to produce and sell but we have yet to firmly establish the company in the market. The founders are central to all functions and communications. The firm has some revenues and some backlog of orders.

\_\_\_\_\_ *Stage 3:* The company is characterized by high growth rates in both sales and number of employees. The major internal focus is around issues of how to produce, sell and distribute the products in volume while attaining profitability. Internal structure and communication is becoming more formal and increasingly individuals are assuming specialist roles. The company has a single product line.

\_\_\_\_\_ *Stage 4:* Within this company, the major internal activities include: (a) development of 2<sup>nd</sup>, 3<sup>rd</sup>, generation products and/or totally new product lines, (b) securing growth funding, (c) securing or growing market share, (d) penetrating new geographic territories. The firm has a formality of organization structure, rules and procedures. A top management team composed of some individuals with broad industry experience is in place or being built.

**9. The questions below ask about your “Operating Agreement.” An Operating Agreement is a contract among the members of a limited liability company governing the membership, management, operation and distribution of income of the company and the rights and obligations of the members. If you do not have an Operating Agreement, please answer with respect to your Joint Operating Agreement, Partnership Agreement, Shareholders’ Agreement, or other relevant agreement.**

If you do NOT have such an agreement, please check here \_\_\_\_\_ and skip to page 4.

Please use the following scale when making your responses:

1	2	3	4	5	6	7	
Does Not Describe it at All	Describes it to a Very Limited Extent	Describes it to a Limited Extent	Describes it to a Moderate Extent	Describes it to a Considerable Extent	Describes it to a Great Extent	Describes it to a Very Great Extent	
1.							N/A
2.							N/A
3.							N/A
4.							N/A
5.							N/A
6.							N/A

**Part 2: This section asks about the executive management team. Please note that “executive management team” refers to the individuals who both own an equity stake in the startup and are actively involved in its strategic management.**

**1. Please use the following scale when making your responses to indicate the extent to which following statements describe your startup’s executive management team:**

1	2	3	4	5	6	7	
Does Not Describe it at All	Describes it to a Very Limited Extent	Describes it to a Limited Extent	Describes it to a Moderate Extent	Describes it to a Considerable Extent	Describes it to a Great Extent	Describes it to a Very Great Extent	

**Role Clarity**

1.	We know what our responsibilities are.	1	2	3	4	5	6	7
2.	We know exactly what is expected of us.	1	2	3	4	5	6	7
3.	We know that we divide our time properly.	1	2	3	4	5	6	7
4.	We feel certain about how much authority we have.	1	2	3	4	5	6	7

	<b>Accountability</b>	
5.	We accept responsibility for our actions.	1 2 3 4 5 6 7
6.	We avoid making excuses for mistakes.	1 2 3 4 5 6 7
7.	We avoid blaming others for mistakes.	1 2 3 4 5 6 7
8.	We accept responsibility for the future direction and accomplishment of the team.	1 2 3 4 5 6 7
9.	We accept ownership for the results of our decisions and actions.	1 2 3 4 5 6 7
	<b>Trust</b>	
10	We trust each other a lot on the team.	1 2 3 4 5 6 7
.		
11	I know I can count on the other team members.	1 2 3 4 5 6 7
.		
12	The other team members know they can count on me.	1 2 3 4 5 6 7
.		
13	I trust all of the other team members.	1 2 3 4 5 6 7
.		
	<b>Coordination</b>	
14	The different work activities of the team members fit well together and are geared in the direction of the overall goals.	1 2 3 4 5 6 7
.		
15	The team members make an effort to avoid interfering with each other's duties and responsibilities.	1 2 3 4 5 6 7
.		
16	The members of the team do their job efficiently without getting in each other's way.	1 2 3 4 5 6 7
.		
17	The team members work together smoothly.	1 2 3 4 5 6 7
.		
18	In our everyday routine, our activities are well timed.	1 2 3 4 5 6 7
.		
	<b>Creativity</b>	
19	We have a fresh approach to problems.	1 2 3 4 5 6 7
.		
20	We come up with new and practical ideas to improve our performance.	1 2 3 4 5 6 7
.		
21	We are not afraid to take risks.	1 2 3 4 5 6 7
.		
22	We often have new and innovative ideas.	1 2 3 4 5 6 7
.		
23	We come up with creative solutions to problems.	1 2 3 4 5 6 7
.		
24	We suggest new ways to achieve goals or objectives.	1 2 3 4 5 6 7
.		
	<b>Resilience</b>	
25	We talk about mistakes and ways to learn from them.	1 2 3 4 5 6 7
.		
26	When unexpected challenges occur, we discuss how we could have prevented them.	1 2 3 4 5 6 7
.		
27	We look for creative ways to alter difficult situations.	1 2 3 4 5 6 7
.		
28	Regardless of what happens to us, we can control our reaction to it.	1 2 3 4 5 6 7
.		
29	We can grow in positive ways by dealing with difficult situations.	1 2 3 4 5 6 7

30 We actively look for ways to overcome the challenges we encounter. 1 2 3 4 5 6 7

**2. Please use the following scale to indicate the frequency with which the following occur among the executive management team members:**

1	2	3	4	5	6	7		
Less than once a month	Once or twice a month	Once a week	Several times a week	Once a day	Several times a day	Once every hour or so		
1.	Face-to-face meetings between you and other members of the team.	1	2	3	4	5	6	7
2.	Written communication, such as emails, between you and other members of the team.	1	2	3	4	5	6	7
3.	Telephone conversations between you and other members of the team.	1	2	3	4	5	6	7
4.	Video or web conferencing between you and other members of the team.	1	2	3	4	5	6	7

**3. Please use the following scale to indicate the extent to which the following statements describe the executive management team:**

1	2	3	4	5	6	7
Does Not Describe it at All	Describes it to a Very Limited Extent	Describes it to a Limited Extent	Describes it to a Moderate Extent	Describes it to a Considerable Extent	Describes it to a Great Extent	Describes it to a Very Great Extent

**Explicitness**

1. When we hold meetings, we specify explicitly the list of tasks each of us will accomplish. 1 2 3 4 5 6 7
2. When we hold meetings, we specify explicitly the criteria for task completion. 1 2 3 4 5 6 7
3. When we hold meetings, we specify explicitly the schedule for task completion. 1 2 3 4 5 6 7

**Leadership**

4. There is one person on the team who directs the work we do together. 1 2 3 4 5 6 7
5. There is one person on the team who makes decisions and the others generally go along. 1 2 3 4 5 6 7
6. There is one person on the team who is the leader, and the others follow him or her. 1 2 3 4 5 6 7
7. There is one person on the team to whom others look up as a guide and role model. 1 2 3 4 5 6 7

**4. The next items ask for some of your identification with the executive management team. Please use the following scale to indicate the extent to which following statements describe you:**

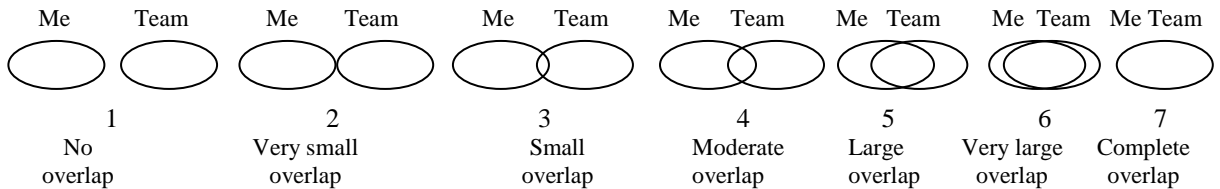
1	2	3	4	5	6	7
Does Not Describe me at All	Describes me to a Very Limited Extent	Describes me to a Limited Extent	Describes me to a Moderate Extent	Describes me to a Considerable Extent	Describes me to a Great Extent	Describes me to a Very Great Extent
1.						
2.						
3.						
4.						
5.						
6.						

**The following questions about the degree of overlap in your mind between your own identity as a person and the identity of the executive management team, as you perceive it.**

5. Please indicate the degree to which your personal identity or self-image overlaps with the identity of the executive management team, as you perceive it.

1	2	3	4	5	6	7
No overlap much at all			Moderate overlap			Very

6. As another way of expressing your sense of the degree of overlap between your personal identity or self-image with the identity of the executive management team, as you perceive it, please express your judgment in this regard with the use of the following visual scale, where the left circle in each pair of circles represents **your personal identity** and the right circle in each pair represents the **identity of the team** as you perceive it. (Circle the number that best captures your situation.)



**Part 3: Please answer the following questions about your startup’s performance.**

**1. Please indicate the relative importance of the following criteria for your startup's performance. Please distribute 100 points across the following dimensions according to your assessment of their relative importance for your company's performance:**

New product/process development \_\_\_\_\_  
 Market development \_\_\_\_\_  
 Operating efficiency \_\_\_\_\_  
 Personnel development \_\_\_\_\_  
 Harvest/exit readiness \_\_\_\_\_  
 Total: 100

**2. Please use the following scale to indicate your satisfaction with your organization's performance on each of these criteria:**

1	2	3	4	5	6	7
Extremely Dissatisfied	Dissatisfied	Somewhat Dissatisfied	Neither Satisfied nor Dissatisfied	Somewhat Satisfied	Satisfied	Extremely Satisfied

1. New product/process development	1	2	3	4	5	6	7
2. Market development	1	2	3	4	5	6	7
3. Operating efficiency	1	2	3	4	5	6	7
4. Personnel development	1	2	3	4	5	6	7
5. Harvest/exit readiness	1	2	3	4	5	6	7

**3. Please assess the percent of ideal performance your startup has currently achieved, where ideal performance equates to 100%: \_\_\_\_\_%**

**Part 4: This section asks questions about *yourself*.**

1. Age \_\_\_\_\_ 2. Gender \_\_\_\_\_ M \_\_\_\_\_ F 3. Country of birth \_\_\_\_\_

4. Highest degree completed:  
 \_\_\_\_\_ High school  
 \_\_\_\_\_ Bachelor's  
 \_\_\_\_\_ Master's  
 \_\_\_\_\_ Doctorate  
 \_\_\_\_\_ Professional (e.g., JD, MD)

5. Most years of working experience in:  
 \_\_\_\_\_ Marketing  
 \_\_\_\_\_ Finance  
 \_\_\_\_\_ Technical (engineering, R&D, etc.)  
 \_\_\_\_\_ Operations/manufacturing  
 \_\_\_\_\_ Information systems  
 \_\_\_\_\_ General administration  
 \_\_\_\_\_ Other \_\_\_\_\_

6. Your current position/title in the startup \_\_\_\_\_  
 7. Years of experience in the industry of the current startup \_\_\_\_\_  
 8. Date when you started working in the startup \_\_\_\_\_  
 9. Were you asked to join the startup on behalf of investors? \_\_\_\_\_ yes \_\_\_\_\_ no  
 10. Have you participated in startups other than the current one? \_\_\_\_\_ yes \_\_\_\_\_ no

**10.1 If yes:** How many? \_\_\_\_\_  
 10.2 For how long (total)? \_\_\_\_\_ years \_\_\_\_\_ months.





Does Not Describe us at All	Describes us to a Very Limited Extent	Describes us to a Limited Extent	Describes us to a Moderate Extent	Describes us to a Considerable Extent	Describes us to a Great Extent	Describes us to a Very Great Extent
-----------------------------	---------------------------------------	----------------------------------	-----------------------------------	---------------------------------------	--------------------------------	-------------------------------------

**Prior Ties**

- |  |   |   |   |   |   |   |   |
|--|---|---|---|---|---|---|---|
| 1. Prior to working in this startup, we had a professional relationship.   | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 2. Prior to working in this startup, we engaged in informal social activity (e.g., playing tennis, having dinner). | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 3. Prior to working in this startup, we were personal friends.   | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 4. We have friends in common.  | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 5. We have family in common.   | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 6. We have business or professional contacts in common.  | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

**Caring**

- |  |   |   |   |   |   |   |   |
|--|---|---|---|---|---|---|---|
| 7. I would go out of my way do so something for this person.       | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 8. I feel happy when doing something that helps this person.       | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 9. I would incur a substantial cost to meet a need of this person. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 10. I would be willing to sacrifice for this person.               | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 11. I would be willing to give up a lot to benefit this person.    | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

**Please indicate this person's:**

5. Age \_\_\_\_\_ 6. Gender \_\_\_\_\_ M \_\_\_\_\_ F 7. Country of birth \_\_\_\_\_

- |   |  |
|---|--|
| 8. Highest degree completed:<br>_____ High school<br>_____ Bachelor's<br>_____ Master's<br>_____ Doctorate<br>_____ Professional (e.g., JD, MD)<br>_____ Don't know | 9. This person has the most years of working experience in:<br>_____ Marketing<br>_____ Finance<br>_____ Technical (engineering, R&D)<br>_____ Operations/manufacturing<br>_____ Information systems<br>_____ General administration<br>_____ Don't know |
|---|--|

10. Position/title in the startup \_\_\_\_\_  
 11. Years of experience this person has in the industry of the current startup \_\_\_\_\_  
 12. Date when this person started working in the startup \_\_\_\_\_  
 13. Was this person asked to join the startup on behalf of investors? \_\_\_\_\_ yes \_\_\_\_\_ no.

Please provide information about the **second** person you listed (if there are no more members of your team, please skip ahead to the last page):

1. How long have you worked together with this person in this company? \_\_\_\_\_ years \_\_\_\_\_ months  
 2. Did you work with this person prior to founding the company? \_\_\_\_\_ yes \_\_\_\_\_ no



2.1. If yes, for how long: \_\_\_\_\_ years \_\_\_\_ months

3. Did you and this person attend the same academic institution at the same time? \_\_\_\_ yes  
\_\_\_\_ no

3.1. If yes, is this how you met? \_\_\_\_ yes \_\_\_\_ no

**4. Please use the following scale to indicate the extent to which the following statements describe your relationship with this person:**

1	2	3	4	5	6	7
Does Not Describe us at All	Describes us to a Very Limited Extent	Describes us to a Limited Extent	Describes us to a Moderate Extent	Describes us to a Considerable Extent	Describes us to a Great Extent	Describes us to a Very Great Extent

**Prior Ties**

- |  |   |   |   |   |   |   |   |
|--|---|---|---|---|---|---|---|
| 1. Prior to working in this startup, we had a professional relationship.   | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 2. Prior to working in this startup, we engaged in informal social activity (e.g., playing tennis, having dinner). | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 3. Prior to working in this startup, we were personal friends.   | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 4. We have friends in common.  | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 5. We have family in common.   | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 6. We have business or professional contacts in common.  | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

**Caring**

- |  |   |   |   |   |   |   |   |
|--|---|---|---|---|---|---|---|
| 7. I would go out of my way do so something for this person.       | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 8. I feel happy when doing something that helps this person.       | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 9. I would incur a substantial cost to meet a need of this person. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 10. I would be willing to sacrifice for this person.               | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| .  |   |   |   |   |   |   |   |
| 11. I would be willing to give up a lot to benefit this person.    | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| .  |   |   |   |   |   |   |   |

**Please indicate this person's:**

5. Age \_\_\_\_ 6. Gender \_\_\_\_ M \_\_\_\_ F 7. Country of birth \_\_\_\_\_

8. Highest degree completed:

- \_\_\_\_ High school
- \_\_\_\_ Bachelor's
- \_\_\_\_ Master's
- \_\_\_\_ Doctorate
- \_\_\_\_ Professional (e.g., JD, MD)
- \_\_\_\_ Don't know

9. This person has the most years of working experience in:

- \_\_\_\_ Marketing
- \_\_\_\_ Finance
- \_\_\_\_ Technical (engineering, R&D)
- \_\_\_\_ Operations/manufacturing
- \_\_\_\_ Information systems
- \_\_\_\_ General administration
- \_\_\_\_ Don't know

10. Position/title in the startup \_\_\_\_\_

11. Years of experience this person has in the industry of the current startup \_\_\_\_\_

12. Date when this person started working in the startup \_\_\_\_\_

13. Was this person asked to join the startup on behalf of investors? \_\_\_\_ yes \_\_\_\_ no.

Please provide information about the **third** person you listed (if there are no more members of your team, please skip ahead to the last page):

1. How long have you worked together with this person in this company? \_\_\_\_ years \_\_\_\_ months

2. Did you work with this person prior to founding the company? \_\_\_\_ yes \_\_\_\_ no

**2.1. If yes**, for how long: \_\_\_\_ years \_\_\_\_ months

3. Did you and this person attend the same academic institution at the same time? \_\_\_\_ yes \_\_\_\_ no

**3.1. If yes**, is this how you met? \_\_\_\_ yes \_\_\_\_ no

**4. Please use the following scale to indicate the extent to which the following statements describe your relationship with this person:**

1	2	3	4	5	6	7
Does Not Describe us at All	Describes us to a Very Limited Extent	Describes us to a Limited Extent	Describes us to a Moderate Extent	Describes us to a Considerable Extent	Describes us to a Great Extent	Describes us to a Very Great Extent

**Prior Ties**

- |  |   |   |   |   |   |   |   |
|--|---|---|---|---|---|---|---|
| 1. Prior to working in this startup, we had a professional relationship.   | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 2. Prior to working in this startup, we engaged in informal social activity (e.g., playing tennis, having dinner). | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 3. Prior to working in this startup, we were personal friends.   | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 4. We have friends in common.  | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 5. We have family in common.   | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 6. We have business or professional contacts in common.  | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

**Caring**

- |  |   |   |   |   |   |   |   |
|--|---|---|---|---|---|---|---|
| 7. I would go out of my way do so something for this person.       | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 8. I feel happy when doing something that helps this person.       | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 9. I would incur a substantial cost to meet a need of this person. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 10. I would be willing to sacrifice for this person.               | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 11. I would be willing to give up a lot to benefit this person.    | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

**Please indicate this person's:**

5. Age \_\_\_\_

6. Gender \_\_\_\_ M \_\_\_\_ F

7. Country of birth

\_\_\_\_\_

8. Highest degree completed:
- High school
  - Bachelor's
  - Master's
  - Doctorate
  - Professional (e.g., JD, MD)
  - Don't know

9. This person has the most years of working experience in:
- Marketing
  - Finance
  - Technical (engineering, R&D)
  - Operations/manufacturing
  - Information systems
  - General administration
  - Don't know

10. Position/title in the startup \_\_\_\_\_
11. Years of experience this person has in the industry of the current startup \_\_\_\_\_
12. Date when this person started working in the startup \_\_\_\_\_
13. Was this person asked to join the startup on behalf of investors?  yes  no.

Please provide information about the **fourth** person you listed (if there are no more members of your team, please skip ahead to the last page):

1. How long have you worked together with this person in this company? \_\_\_\_\_ years \_\_\_\_\_ months
2. Did you work with this person prior to founding the company?  yes  no
- 2.1. **If yes**, for how long: \_\_\_\_\_ years \_\_\_\_\_ months
3. Did you and this person attend the same academic institution at the same time?  yes  no
- 3.1. **If yes**, is this how you met?  yes  no

**4. Please use the following scale to indicate the extent to which the following statements describe your relationship with this person:**

1	2	3	4	5	6	7
Does Not Describe us at All	Describes us to a Very Limited Extent	Describes us to a Limited Extent	Describes us to a Moderate Extent	Describes us to a Considerable Extent	Describes us to a Great Extent	Describes us to a Very Great Extent

**Prior Ties**

- |  |   |   |   |   |   |   |   |
|--|---|---|---|---|---|---|---|
| 1. Prior to working in this startup, we had a professional relationship.   | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 2. Prior to working in this startup, we engaged in informal social activity (e.g., playing tennis, having dinner). | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 3. Prior to working in this startup, we were personal friends.   | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 4. We have friends in common.  | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 5. We have family in common.   | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 6. We have business or professional contacts in common.  | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

**Caring**

- |  |   |   |   |   |   |   |   |
|--|---|---|---|---|---|---|---|
| 7. I would go out of my way do so something for this person. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|--|---|---|---|---|---|---|---|

- |  |   |   |   |   |   |   |   |
|--|---|---|---|---|---|---|---|
| 8. I feel happy when doing something that helps this person.       | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 9. I would incur a substantial cost to meet a need of this person. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 10. I would be willing to sacrifice for this person.               | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| .  |   |   |   |   |   |   |   |
| 11. I would be willing to give up a lot to benefit this person.    | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| .  |   |   |   |   |   |   |   |

**Please indicate this person's:**

5. Age \_\_\_\_\_ 6. Gender \_\_\_\_\_ M \_\_\_\_\_ F 7. Country of birth \_\_\_\_\_

- |                                   |   |
|-----------------------------------|---|
| 8. Highest degree completed:      | 9. This person has the most years of working experience in: |
| _____ High school                 | _____ Marketing   |
| _____ Bachelor's                  | _____ Finance   |
| _____ Master's                    | _____ Technical (engineering, R&D)                          |
| _____ Doctorate                   | _____ Operations/manufacturing                              |
| _____ Professional (e.g., JD, MD) | _____ Information systems                                   |
| _____ Don't know                  | _____ General administration                                |
|                                   | _____ Don't know  |

10. Position/title in the startup \_\_\_\_\_
11. Years of experience this person has in the industry of the current startup \_\_\_\_\_
12. Date when this person started working in the startup \_\_\_\_\_
13. Was this person asked to join the startup on behalf of investors? \_\_\_\_\_ yes \_\_\_\_\_ no.

Today's date: \_\_\_\_\_

If you like, please use the space below for any general comments you may have about working in a technology startup:

If you are interested in being contacted about future studies of entrepreneurs, please provide your email: \_\_\_\_\_

Please return the survey in the envelope provided.

**THANK YOU FOR TAKING THE TIME TO COMPLETE THIS SURVEY!**

**APPENDIX D**  
**Study 2 Pre-notice Letter**

June 26, 2007

[Address]

[Greeting]

A few days from now you will receive in the mail a request to fill out a brief questionnaire for an important research project sponsored by The University of Michigan's Samuel Zell and Robert H. Lurie Institute for Entrepreneurial Studies. This questionnaire concerns the experience of founding team members in technology startups, and is part of my doctoral research. You will receive five copies of the questionnaire – one for you to fill out, and four for you to give to other members of your founding team. We would like to get responses from the teams working together in new startups so that we can better understand their process and enable their success. I would greatly appreciate it if you and your team would participate.

I am writing in advance because we know that many people like to know ahead of time that they will be contacted. In return for your participation, a report of the findings will be sent to you at the completion of the project, as well as electronic access to my dissertation.

The study is an important one. The results will help entrepreneurs like you better manage the complexities of founding a technology startup. This study has been approved by the Institutional Review Board at the University of Michigan as required by the U.S. government, and you are guaranteed that all responses will be completely confidential.

Thank you for your time and consideration. It is only with the generous help of people like you that our research can be successful.

Sincerely,

Ruth Blatt  
Ph.D. Candidate  
Stephen M. Ross School of Business  
University of Michigan  
701 Tappan St.  
Ann Arbor, MI 48109  
Phone: 734.546.0503  
Email: [rblatt@bus.umich.edu](mailto:rblatt@bus.umich.edu)  
<http://sitemaker.umich.edu/ruthblatt>

**APPENDIX E**  
**Study 2 Survey Introductory Letter**

June 29, 2007

[address]

[Greeting],

In my letter to you of a few days ago, I noted you would be receiving a set of surveys for your team. Those surveys are enclosed. I am asking for your help with this research, which is part of my doctoral dissertation at the University of Michigan.

This research project, sponsored by the University of Michigan's Samuel Zell and Robert H. Lurie Institute for Entrepreneurial Studies, explores the experiences of entrepreneurial teams and the factors that increase the success of team-based technology startups. The findings from this research will have important benefits in helping entrepreneurs like you improve their ability to transform their ideas into a successful viable organization.

To participate in this research, please fill out the enclosed survey. The survey takes about 20 minutes to complete. Also, since this project is about entrepreneurial teams, I have enclosed four additional copies of the survey, each with stamped return envelopes. I would appreciate it if you would give these to four other members of the founding team and ask them to complete the survey and return it directly to me in the enclosed stamped envelopes. Please note that "founding team" refers to the individuals who both own an equity stake in the startup and are actively involved in its strategic management. I appreciate your help.

As a token of my deep appreciation of your efforts, I have enclosed an entrepreneurial resource list I have compiled that lists helpful resources for technology entrepreneurs. I hope you will find it useful. In addition, you will receive a summary of the research results at the completion of the study.

Thank you very much for helping with this important research project.  
Sincerely,

Ruth Blatt  
Ph.D. Candidate  
Stephen M. Ross School of Business  
University of Michigan  
701 Tappan St.  
Ann Arbor, MI 48109  
Phone: 734.546.0503  
Email: [rblatt@bus.umich.edu](mailto:rblatt@bus.umich.edu)  
<http://sitemaker.umich.edu/ruthblatt>

**APPENDIX F**  
**Study 2 Survey Cover Page**



**STUDY OF ENTREPRENEURIAL TEAMS IN HIGH-TECHNOLOGY**

As part of the University of Michigan's ongoing research efforts in the area of entrepreneurship, I am asking for your help with my doctoral dissertation research, which investigates entrepreneurial teams in high-technology startups.

**Samuel Zell &  
Robert H. Lurie Institute  
FOR ENTREPRENEURIAL STUDIES**

This research explores the experiences of entrepreneurial teams and the factors that increase the success of team-based technology startups. Although there may not be direct benefits to you, your participation will increase our understanding of how entrepreneurs like you can improve their ability to transform their ideas into a successful viable organization.

To participate in this research, please fill out this survey, which takes about 20 minutes to complete, and return it directly to me in the enclosed stamped envelope.

As a token of my appreciation of your efforts, I have enclosed an entrepreneurial resource list that includes some helpful resources for technology entrepreneurs. I hope you will find it useful. In addition, you will receive a summary of the research results at the completion of the study.

I would be grateful for your participation. However, you should know that your participation is voluntary. You may skip questions you choose, and you are free to withdraw at any point. Also, please be assured that all responses will be kept confidential and that the risks to you of participating are minimal. Your responses will be used for research purposes only and will be kept in a secure location at the University of Michigan. Your survey will be assigned a code number and your name will not be attached to your responses at all from that point on. Only I will have access to this data. All personal information will be presented only in aggregate form in reports and publications. Individual responses will *not* be identifiable.

If you have questions about the survey, please contact me (via email at <rblatt@bus.umich.edu> or 734.546.0503) or Professor Susan Ashford (via email at <sja@bus.umich.edu> or 734.763.1091). If you have questions regarding your rights as a participant in research, please contact the Behavioral Sciences Institutional Review Board, 540 East Liberty, Suite 202, Ann Arbor, MI 48103-2210, Phone: 734. 936. 0933, Email: <irbhsbs@umich.edu>.

If you prefer to complete the survey online, please go to <http://sitemaker.umich.edu/ruthblatt/survey> and enter the following identifying number:

**Thank you for participating!**

Ruth Blatt  
PhD Candidate  
Stephen M. Ross School of Business  
University of Michigan



**APPENDIX G**  
**Study 2 Letter from Thomas Kinnear**

June 29, 2007

[Address]

[Greeting],

As the Executive Director of the Ross School of Business's Samuel Zell and Robert H. Lurie Institute for Entrepreneurial Studies at the University of Michigan, I am excited about the potential of this project to improve our understanding of the factors that increase the success of technology startups.

Startup activity is abounding. More and more companies are founded in technology sectors by teams of entrepreneurs. Yet despite the magnitude of the phenomenon, our understanding of the factors that drive the success of team-based technology startups is limited. I hope you can take a few minutes to share your thoughts and experiences in the enclosed questionnaire. The findings from this research promise to offer insight in both entrepreneurship teaching and practice. I would like to assure you that any information you provide will be held in strict confidentiality.

Again, I hope that you will take some time to participate in this important study.

Sincerely,

A handwritten signature in cursive script that reads "Thomas C. Kinnear". The signature is written in dark ink and is positioned above the typed name and title.

Thomas C. Kinnear  
Executive Director

**APPENDIX H**  
**Study 2 Entrepreneur Resource List**

## **ENTREPRENEUR RESOURCE LIST**



Samuel Zell &  
Robert H. Lurie Institute  
FOR ENTREPRENEURIAL STUDIES

### **Online Resources - Government**

**Internal Revenue Service (IRS):** <http://www.irs.gov/businesses/small>

The IRS small business / self-employed community website is a one-stop resource for federal products and programs.

**SBIRworld.com:** <http://www.sbirworld.com>

SBIRworld.com provides information about the \$2 Billion in research and development grants available through the United States Government.

**U.S. Business Advisor:** <http://www.business.gov>

This site provides one-stop access to federal government information, services, and transactions.

**U.S. Small Business Administration (SBA):** <http://www.sba.gov>

The SBA provides financial, technical, and management assistance to help Americans start, run, and grow their businesses. Thinking about owning your own business? The SBA offers a free online startup kit.

**Women's Business Center:** <http://www.onlinewbc.gov>

A program created through the SBA, the Center promotes the growth of women-owned businesses through programs that address business training and technical assistance, and provide access to credit and capital, federal contracts, and international trade opportunities.

### **Online Resources - Non-Profits**

**Clearinghouse on Entrepreneurship Education (CELCEE):** <http://www.celcee.edu>

The CELCEE database contains abstracts of materials, primarily from 1996 to present, on entrepreneurship education at all levels. CELCEE also publishes digests on entrepreneurship education and houses a collection of links to organizations dealing with entrepreneurship and entrepreneurship education.

**Consortium for Entrepreneurship Education:** <http://www.entre-ed.org>

An international membership organization that provides leadership and advocacy for the growth of the field of entrepreneurship education as a lifelong learning process.

**Entrepreneur Magazine's Small Business Center:**

[http://www.entrepreneur.com/Magazines/MA\\_FrontDoor/0,4430,,00.html](http://www.entrepreneur.com/Magazines/MA_FrontDoor/0,4430,,00.html)

Information, tools, and cash flow options for the small business community.

**Giving Circles:** <http://www.givingforum.org/givingcircles>

Often described as a "social investment club," a giving circle is a pooled fund, generally hosted or sponsored by a charitable organization such as a community foundation, through which members make grants together.

Kauffman Foundation: <http://www.emkf.org>

The Ewing Marion Kauffman Foundation focuses its operations and grant making on two areas: entrepreneurship and education. The Foundation strives to foster an environment nationwide in which entrepreneurs have the information and tools they need to succeed at all levels.

National Business Incubation Association (NBIA): <http://www.nbia.org>

NBIA comprises organizations and professionals from throughout the world who share an interest in advancing the business incubation industry's role as an effective tool that supports the process of developing entrepreneurs and their businesses.

National Foundation for Teaching Entrepreneurship (NFTE): <http://www.nfte.com>

Founded in 1987 by University of Michigan Business School Alumnus Steve Mariotti, NFTE promotes entrepreneurial literacy among youth on teaching entrepreneurship to low-income young people, ages 11 through 18, so they can become economically productive members of society by improving their academic, business, technology, and life skills.

One Economy's the Beehive: <http://www.thebeehive.org>

The Beehive provides information and resources on money, health, jobs, school and family.

Silicon Valley Social Venture Fund: <http://www.sv2.org>

The Fund is a volunteer-driven group dedicated to addressing charitable issues in the community. Partners decide together, with the guidance of CFSV staff, how to leverage their pool of expertise and money to support collaborative solutions to social challenges.

Small Business Technology Coalition (SBTC): <http://www.sbtc.org>

The SBTC offers advocacy programs, annual networking meetings, newsletters, and more for today's technology entrepreneurs.

Startup Nation: <http://www.startupnation.com>

Startup Nation helps entrepreneurs who are seeking the "inspiration and information" to capitalize on a great idea and turn it into a business, or take their existing business to the next level by providing access to entrepreneurial experts.

Young Entrepreneurs' Organization: <http://www.yeo.org>

As a global, non-profit educational organization for today's leading business owners, the Young Entrepreneurs' Organization (YEO), and its sister alumni organization, the World Entrepreneurs' Organization (WEO), strives to help its members build upon their successes through an array of learning and networking opportunities.

*These and other useful links can be found on the Samuel Zell & Robert H. Lurie Institute for Entrepreneurship Studies website:*

*[http://www.zli.bus.umich.edu/resources\\_research/global\\_resources.asp](http://www.zli.bus.umich.edu/resources_research/global_resources.asp)*

#### Fun Facts

The highest publicly reported amount of money paid for a domain name is \$7.5 million, paid for business.com.

The 3 most valuable brand names on earth: Marlboro, Coca-Cola, and Budweiser, in that order. A company, Warner Communications paid \$28 million for the copyright to the song 'Happy Birthday'.

*Source: <http://www.stunning-stuff.com/list-funny-facts/7.html>*

## Quotes

“Nothing is illegal if a hundred businessmen decide to do it, and that's true anywhere in the world.”

Andrew Young

“Success is simply a matter of luck. Ask any failure.”

Earl Wilson

“Don't worry about people stealing your ideas. If your ideas are any good, you'll have to ram them down people's throats.”

Howard Aiken

“By working faithfully eight hours a day you may eventually get to be boss and work twelve hours a day.”

Robert Frost

Source: <http://www.smbtn.com/smallbusinesshumor>

**THANK YOU**

**APPENDIX I**  
**Study 2 Follow-up Reminders**

Thank you and Reminder Postcard Sent 2 Weeks After Receipt of Survey

A couple of weeks ago a questionnaire seeking your opinions and experiences working in a technology startup was mailed to you.

If you have already completed and returned the questionnaire, please accept my sincere thanks. If not, please take some time to fill it out and return it to me in the envelope provided with the survey. Completing the questionnaire will take some time and effort on your part, but only through responses of people like you can we understand the complexities of founding a technology startup. Your responses and your identity will be kept strictly confidential. Please also remind your other founding team members to fill out the survey. I appreciate your help.

If you did not receive a questionnaire, or if it was misplaced, please reply to my email address: [rblatt@bus.umich.edu](mailto:rblatt@bus.umich.edu) or call me at 734-546-0503 and another one will be put in the mail to you today.

Thanks again for your attention and help with this research. I look forward to receiving your completed survey in the mail very soon!

Ruth Blatt  
PhD Candidate

Second Letter (with Survey) Sent to Non-respondents

July 16, 2007

[Address]

[Greeting],

As a Ph.D. student at the University of Michigan, this is my second request for your help with my doctoral dissertation research. About three weeks ago, you received a survey asking about your experiences on a startup team. If you have already completed the survey, please accept my sincere thanks. If not, I would greatly appreciate it if you and your team would please take some time to fill out the survey and return it to me in the envelope provided.

As before, I have enclosed four additional copies of the survey, each with stamped return envelopes. I would appreciate it if you would give these to four other members of the founding team and ask them to complete the survey and return it directly to me in the enclosed stamped envelopes. Please note that “founding team” refers to the individuals who both own an equity stake in the startup and are actively involved in its strategic management. I appreciate your help.

This survey, sponsored by the University of Michigan’s Samuel Zell and Robert H. Lurie Institute for Entrepreneurial Studies, will provide data for use in my Ph.D. dissertation. It is not for marketing or any other purposes. Your reply and the identity of your firm will be kept strictly confidential.

I am writing again because of the importance that your questionnaire has for helping to get accurate results. Only through responses of entrepreneurs like you can we understand how and why entrepreneurial teams impact the success of startups. Through this research, I hope to be able to provide recommendations to help startups be more effective. It is only by hearing from nearly everyone in the sample that we can be sure that the results are truly representative.

Thanks again for your attention and help with this research. I’m looking forward to receiving your completed survey in the mail very soon!

Sincerely,

Ruth Blatt

Ph.D. Candidate

Stephen M. Ross School of Business, University of Michigan

701 Tappan St., Ann Arbor, MI 48109

Phone: 734.546.0503

Email: [rblatt@bus.umich.edu](mailto:rblatt@bus.umich.edu)

<http://sitemaker.umich.edu/ruthblatt>

PS: If our letters have crossed in the mail and your completed survey is already on its way to Ann Arbor, then Thank You!

Final Postcard

Study of Entrepreneurial Teams – More Responses Needed!!

About six weeks ago a questionnaire seeking your opinions and experiences working in a technology startup was mailed to you and your founding team members.

If you have already completed and returned the questionnaire, please accept my sincere thanks. If not, please do so today. Every response is important, even if only one of you can do it! It is only by asking people like that we can understand the complexities of working in a startup.

Remember:

The survey only takes about 20 minutes to complete.

The survey is completely confidential.

You will receive a copy of the results.

You can complete the survey online at <http://sitemaker.umich.edu/ruthblatt/survey> by entering the following ID number: [survey ID number]

If you have any questions please write me at [rblatt@bus.umich.edu](mailto:rblatt@bus.umich.edu) or call 734-546-0503.

Thanks,

Ruth Blatt

PhD Candidate

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